

DDA Registry

File 0 + M 9

8 March 1976  
OTR 76-6197

MEMORANDUM FOR: Chief, Career Management Group, DDO

VIA : Deputy Director for Administration

FROM : Alfonso Rodriguez  
Director of Training

SUBJECT : Staffing of Operations Training  
Instructor Positions

REFERENCE : Memo dtd 6 Feb 76 to DTR fm C/CMG,  
same subject

1. The referenced memorandum contains a number of thoughtful suggestions which should work to improve the caliber of the operations training staffs in OTR and thus the quality of training itself. I agree wholeheartedly with most of your observations and, in respect to several points you have raised, add some additional comments.

2. I would certainly agree that the overabundance of Personal Rank Assignments by "D" Careerists [redacted]

[redacted]

been looking forward to a review of our positions and their grades by the Office of Personnel. This review has commenced, and we will strive hard to convince Personnel that there should be a substantial upgrading of operations instructor positions. I will pass your memorandum to the Personnel officers making the survey and request that, in addition to my own representations, they discuss this situation with you. In addition, I am reviewing the OTR T/O in an effort to upgrade at least a few positions.

3. In addition to the above, with the anticipated retirements of "MT" Careerists [redacted] during the balance of 1976 and the turnover in "D" officers [redacted] a substantial

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number of GS-14 and GS-15 positions will become vacant.  
This will provide headroom for both officers who continue

25X1A  
[redacted]  
certainly hope that they do because they are a group of very capable officers--the problem will be considerably reduced from what it is at the moment.

4. I also agree with your observation that older and more senior officers should be expected to have versatility and depth and breadth of operational and liaison experience. I will add, however, that total reliance on an instructor staff of more senior officers--as discussed in the reference--who came into the Agency in the 1950s does not allow for younger operations officers who can relate more effectively to current groups of student trainees. I believe there is a present need [redacted] for a substantial number of younger instructors who have served several tours overseas at active stations and are still in the early part of their careers. These obviously would fit into the existing--or, hopefully, an improved--grade structure more easily than older, more experienced officers. In looking at the proposed assignments which are coming up, I believe there will be a good balance of both experience and youth on the [redacted] staff.

5. In looking over your memorandum as a whole, I believe it fails to recognize that it is necessary to maintain two capabilities in the operations instructor staff regardless of which Directorate supplies the personnel. One is obviously operations expertise and experience, and DDO careerists who are fresh from overseas provide that element. The other capability is that of teaching expertise and experience. I refer here to classroom experience and technique, teaching methods, design of curriculum, development of training materials, and the instructing of new instructors--in short, the whole range of pedagogical expertise. This requires continuity in order to bring to full development. It needs an institutional memory in order that a continuously rotating staff not repeat the mistakes of its predecessors. It is on the teaching side of the equation that we see the Office of Training and its career personnel as making a unique contribution. The basic point here is that the same problem exists for whoever supplies the personnel [redacted]

6. Thus, unless the Operations Directorate is prepared to develop a cadre of training specialists who would spend substantial portions of their career in operations instructor

25X1A assignments, I do not believe that it would be advantageous to fill all operations training and supervisory positions by "D" Careerists on rotation. I fully recognize the relative roles and responsibilities of your Directorate and OTR in the operations training field; at the same time, my long experience in this business tells me that to ignore either type of expertise and experience would cause the quality of the operations training to suffer. During the past 25 years, there has been a long and steady flow of very senior operations officers into OTR-

25X1A [redacted] to name a few. This flow maintained a healthy ratio of operations experience to teaching expertise. Recent years have seen the gradual erosion of OTR's operations cadre. The need to redress this balance was very apparent to the Special Assistant for Operations Training, [redacted] 25X1A [redacted] who proposed OTR's recruitment of CTs with a strong teaching background to restaff our operations faculty. This modest proposal is sound and awaits our finding the right CTs and operations officers to recharge this dwindling force. Therefore, while agreeing in the main with your observation about filling operations instructor positions with "D" Careerists, I propose to continue to fill a number (approximately one third) of the positions with officers who have the requisite knowledge of training techniques in addition, hopefully, enough field experience and operations work to make them fully credible. I trust that we will be able to work out future assignment to OTR of DDO officers with these qualifications to the end of achieving the optimum type of training for your officers.